

PROJECT OBJECTIVES, GOALS, AND IMPLEMENTATION (POGI)

FY 2022 Theme 1: Performing Arts - Center Stage

Funding Opportunity Number: SFOP0008655

Office of Citizen Exchanges-Cultural Programs Division

The POGI guidelines apply specifically to the Notice of Funding Opportunity (NOFO) issued by Office of Citizen Exchanges-Cultural Programs Division for the FY 2022 Center Stage program. Your proposal must conform to the solicitation, the guidelines stated in this document, and the standard Proposal Submission Instructions (PSI). Any application not adhering to the conditions set forth herein may be deemed technically ineligible. These guidelines are specific to the program mentioned above and are IN ADDITION TO the Standard Guidelines outlined in the PSI. If there is a perceived disparity between the standard and program specific guidelines and the program information supplied in the accompanying solicitation, the solicitation is to be the dominant reference.

I. STATEMENT OF WORK

The Center Stage proposal should consider the U.S. presenting field's diminished capacity and address the hardships faced by international independent performing artists due to the ongoing challenges presented by COVID-19. Proposals should demonstrate a strong understanding of international performing arts traditions.

The Center Stage program requires the applicant to oversee three essential elements of the program:

1. **Develop, manage, and implement complex and multi-faceted independent tours for performing arts ensembles.** The applicant can propose to tour Center Stage alumni artists (identified on www.centerstageus.org) or artists new to Center Stage. In either circumstance, the applicant will provide a rationale for its approach and propose a selection process that includes ECA and participating U.S. embassies. For the purposes of the proposal, the applicant may consider artists from Morocco, Tunisia, and/or Ukraine. Each of the tours will be approximately one month and will represent a diverse and balanced geographic spread of the United States to include a mixture of small and large communities. In addition to each performance, the artists will participate in a variety of community, educational, and professional activities that broaden the reach of the program in the host community and offer immersive experiences for the artists. The applicant will describe strategies to ensure substantive and effective programming that addresses diversity, equity, and inclusion. The applicant should also incorporate digital media and innovative technologies into a well-developed public relations strategy for each tour. Proposals should include a detailed sample tour schedule and media plan. The applicant will also provide for the full array of programming logistics, including all domestic and international travel arrangements, providing for the well-being of

participants, ensuring all visa and insurance requirements be met, finalizing daily schedules, and monitoring the day-to-day activities to prevent and/or manage any issues or complications that may arise. Proposals should describe briefly how the applicant would handle all the above, as well as deal successfully with international travel or programming complications.

2. **Develop a virtual mentorship series for foreign performing artists from underrepresented and under-resourced countries.** Pair U.S. performing arts professionals and/or performing arts institutions with foreign performing artists and/or performing arts professionals from under resourced and underrepresented countries to share best practices and deepen artistic competencies to build competitiveness in the American marketplace. Up to ten virtual mentorships can be suggested by the applicant. The applicant will propose a structure and timeline for the virtual mentorships, noting the process for participant matching, frequency of virtual sessions, length of mentorship, and number of virtual engagements. The applicant will also propose a selection process and criteria for U.S. mentors who represent a spectrum of expertise from the creative, business, and technical sides of the performing arts. U.S. mentors should represent the full range of diversity in terms of ethnicity, gender, culture, race, and disability and/or represent organizations who are committed to diversity, inclusion, and equity in their curatorial practice. The applicant will also propose a selection process and criteria for the foreign mentees. ECA in consultation regional bureaus will identify the countries from which mentees are selected. For the purposes of this proposal the applicant may consider Mali and/or Lebanon as suggested countries. Once mentees are identified, the applicant will ensure that mentors possess the relevant skills and experience to meet individual needs and interests. If conditions and budget allow, the virtual mentorships may be complemented by sending up to 10 performing arts professionals from the United States overseas for up to two weeks to conduct workshops to share U.S. professional standards in the creative industries. The mentorships serve to build partnerships and collaborations that build capacity and promote creative industries.
3. **Monitor and evaluate all program components, conduct post-tour reporting and follow-up.** The applicant will design and implement a monitoring and evaluation plan that assesses the impact of the program and assists ensembles with follow-on program activities.

The FY 2022 proposal should include language to demonstrate maximum flexibility, creativity, and a rapid response factor for program planning and administration given the ongoing global crisis presented by the COVID-19 pandemic. The proposal should also address the steps taken to ensure continuity of services should a program disruption occur and continue for an extended period. The applicant will demonstrate a professional understanding of logistical issues and commitment to exchanges. ECA welcomes innovative and creative approaches to programming. All elements of the program design will be developed in consultation and collaboration with ECA and subject to ECA approval prior to implementation. ECA may request

modifications to the exchange and travel components of the program. The applicant must be highly responsive in coordinating with ECA and U.S. embassies and consulates.

II. PROGRAM SPECIFIC GUIDELINES

Center Stage serves a critical role by expanding domestic awareness of and support for cultural exchange while also supporting the Interim National Security Strategy goals of strengthening democratic values around the globe by demonstrating the power of creative free expression; and growing inclusive economic opportunities and prosperity for communities globally. Center Stage performance tours and virtual mentorship brings performing artists, organizations, and communities together for engagement and professional development activities, which build artistic competencies, share best practices and support local creative economies. Center Stage exchanges encourage sustained relationships and collaboration between U.S. communities and international artists.

The goals of Center Stage are to:

1. Build professional networks between U.S. cultural creative industries and international artists to increase understanding of shared democratic values, global challenges, and cultural diversity through virtual mentorships and performance tours by international artists.
2. Promote and showcase American culture and share U.S. professional standards through arts training and mentorship,
3. Provide professional development opportunities for foreign participants and international communities to share U.S. professional standards and develop new skills, partnerships, leaders, and opportunities to amplify knowledge of and trust in the United States.
4. Demonstrate respect for and understanding of another country's culture by bringing international performing artists to the United States so that Americans can grow in their appreciation and understanding of other nations, while at the same time providing exposure and cultural opportunities to foreign performers.

In a cooperative agreement, the Department is substantially involved in program activities above and beyond routine monitoring. The responsibilities of ECA's program office will be to:

1. Provide advice, assistance and collaborate on the execution of all program components including but not limited to virtual mentorships and U.S. tours.
2. Identify participating countries and facilitate interaction within the Department of State, to include ECA, the regional bureaus, and overseas posts.
3. Participate in participant application review and approve final participant selection and virtual mentorship pairings.
4. Issue DS-2019 forms and J-1 visas for the foreign participants. All foreign participants will travel on a U.S. Government designation for the J Exchange Visitor Program.
5. Review and approve daily schedules and program materials (digital and print).

6. Collaborate, review, and approve media and outreach plans.
7. Monitor and evaluate the program through regular communication with the award recipient and possibly one or more site visits.
8. Arrange participation of U.S. Department of State representatives in pre-tour orientations, any program de-briefings, and sessions related to evaluation of program and sub-award recipients.
9. Represent the U.S. Government at exchange events.
10. Advise and approve COVID-19 risk mitigation protocols.

In consultation with ECA program staff, the award recipient will be responsible for the following:

- 1) Develop, design, manage and implement virtual mentorships which pair U.S. performing arts professionals and/or organizations with foreign performing arts ensembles and/or professionals from under resourced and underrepresented countries to share best practices and deepen artistic competencies to build competitiveness in the American marketplace.
 - a. Create a structure, program plan and timeline for the virtual mentorships, which describes the process for participant matching, frequency of virtual sessions, length of mentorship, and number of virtual engagements within a mentorship.
 - b. Identify U.S. mentors which represent a spectrum of expertise from the creative, business, and technical sides of the performing arts. U.S. mentors should represent the full range of diversity in terms of ethnicity, gender, culture, race, and disability and/or represent organizations who are committed to diversity, inclusion, and equity in their curatorial practice.
 - c. Identify foreign mentees, which may be emerging or mid-career professionals who would benefit from an intensive mentorship experience. Mentees should be at least 21 years old, represent diversity in terms of genre, ethnicity, race gender, culture and disability, English proficiency, reliable access to the internet access.
 - d. Recommend final participants to ECA for final determination. No invitations may be issued without the Department of State's approval.
 - e. Conduct virtual orientations at the start of each mentorship, followed by an end of mentorship de-brief with both mentor and mentee. Encourage follow-on activities or after-action plans for participants. Orientations should elucidate program expectations and communicate technical requirements.
 - f. Establish regular monitoring schedule to ensure program objectives are met.
 - g. If conditions and budget allow the award recipient will work with PAS to develop and implement an overseas program for up to 10 performing arts professionals from the United States for up to two weeks to conduct workshops to share U.S. professional standards in the creative industries. The award recipient will also work with PAS to develop engagement activities (which can include but is not limited to workshops, press, lectures, and discussions) that support PAS public

diplomacy objectives and reach strategic audiences. Overseas engagements can vary in length.

2) Participant and Tour Preparation

- a. Contact participants before tours to provide them with program information and pre-departure materials, and to solicit information regarding specific requirements (dietary, medical, etc.).
- b. Work with ECA to facilitate the J-1 visa application process. All foreign participants will travel on a U.S. Government designation for the J Exchange Visitor Program. ECA will prepare the appropriate DS-2019 forms based on information collected by the award recipient from the selected participants and forward these to our representatives overseas so that participants may apply for J-1 visas for entry to the United States. The award recipient must provide the relevant information in a timely fashion, as determined by the general consular timeframe.
- c. Make all logistical arrangements and secure visas for the U.S. participants on the pre-planning trips and communicate with them about immunizations and health insurance.
- d. Orient host institutions and staff to the goals of the Center Stage program and to the cultures and sensitivities of the performers.
- e. Arrange and purchase round-trip international travel (complying with the Fly America Act) for the participants. The award recipient is responsible for making domestic travel and housing arrangements for all of the participants who will participate in the programs covered under this award.
- f. Enroll participants in the Bureau's Accident and Sickness benefits plan for the period of the exchange. The Bureau will provide accident and sickness coverage at no cost to award recipient.
- g. Maintain close contact with ECA and program participants to ensure the program schedule is compatible with needs and objectives. Provide ECA and program participants with a final program schedule no later than four weeks prior to their arrival in the United States.
- h. Arrange for interpreters, as necessary.
- i. Work in consultation with ECA to develop and implement a media and marketing plan that may include but is not limited to program branding, press strategy, press/media packets, program website, and social media plan.
- j. Identify professionals to provide high-quality documentation of the tour(s) (i.e. video, photos, audio) for public diplomacy outreach by participating posts and ECA.
- k. The award recipient will prepare educational and promotional materials that support the program.
- l. Work in consultation with ECA on the implementation of the program, provide timely reporting of progress to ECA, and comply with financial and program reporting requirements.
- m. Design and implement an evaluation plan that assesses the impact of the program.

3) Tour Exchange Activities

Each domestic tour can vary in length, but it is expected not to exceed one month and reach a diverse and balanced geographic spread within the United States. ECA is interested in reaching diverse audiences in small- and mid-sized American communities, with an emphasis on underserved and disadvantaged youth, who are not generally familiar with international performing art forms. U.S. site locations should also represent a diversity of presenters. In addition to performances, participants should be prepared to conduct or participate in master classes, artist-to-artist collaborations and interactions, lecture demonstrations, workshops, impromptu sessions, media outreach including radio and TV appearances, and educational activities with local cultural institutions, professional and student artists, and general audiences.

- a. Recruit American participants and institutions to be engaged in activities with the exchange participants. The award recipient will consult with ECA, but ultimately be responsible for the design and implementation of program development such as performances, workshops, master classes, artist-to-artist interactions and community engagement programs at each site.
- b. Provide general guidelines for tour requirements including but not limited to: stage flooring, rehearsal studio space, dressing rooms, stage lighting, and sound system including amplifiers and speakers.
- c. Arrange appropriate and innovative community, cultural, social, and civic activities in coordination with host partners.
- d. Provide day-to-day monitoring of the program to prevent and/or manage any issues or complications that may arise.
- e. Coordinate tour manager and/or interpreter travel and other arrangements needed for their participation, including airport meet and greet.
- f. Coordinate travel and other arrangements for accompanying foreign media professional(s).
- g. Arrange for an orientation session upon arrival to provide programmatic and logistical information. Whenever possible, orientation sessions should take place in Washington, D.C. and should include an introduction to the nation's capital and the U.S. form of government, as well as representatives from the Department of State.
- h. Participant orientations should include a general political, historical, educational, and cultural introduction to the United States and to the host communities including information related specifically to the objectives and themes of the program, tours, and practical and administrative information.
- i. In consultation with ECA, the award recipient will develop orientation materials/resources for host communities that contextualize Center Stage as a U.S. State Department initiative and clearly articulate the goals and expectations of the program.
- j. Provide a de-briefing session at the end of the tour for evaluation to summarize the project activities, prepare participants for their return home, and plan for possible

follow-on activities.

4) Fiscal Management

- a. All budget guidelines must be followed. The budget should indicate any cost sharing in the form of in-kind or cash contributions to the program from sources other than the Department of State.
- b. See standard guidelines in the Proposal Submission Instructions (PSI) in the Solicitation Package for information on cost sharing and the cost of audits.
- c. The total Department of State-funded budget should not exceed \$1,580,000, pending the availability of FY 2022 funds. The Bureau urges applicant to keep overhead costs as low and reasonable as possible. The Bureau reserves the right to reduce, revise, or increase proposal budgets based on the needs of the program and the availability of U.S. government funding.
- d. ECA intends to award one Cooperative Agreement to support costs required to implement this exchange program.
- e. Include a **Summary Budget** on a separate page before the **Detailed Budget**. The Summary Budget should clearly indicate the number of program participants and provide an overall unit cost per participant.
- f. Following the **Detailed Budget**, please include a **Budget Narrative** that concisely explains how costs were calculated and the rationale for including them in the budget.
- g. Your proposed budget should include, but is not limited to, the following **allowable participant-related expenses**: domestic and international travel for the approximately three to six U.S. tours and up to three pre-planning trips (per the Fly America Act); visas and immunizations; airport taxes and applicable country entrance fees; honoraria; educational materials and presentation items; excess and overweight baggage fees; trip itinerary booklets; press kits and promotional material; follow-on activities; monitoring and evaluation; international travel for program implementation and/or evaluation purposes; and other justifiable expenses related to program activities. *If needed, allowable expenses may include personal protective equipment for participants and tour staff and lodging and M&IE for recommended self-quarantine while in the United States or for possible overseas trips.*
- h. Your proposed budget should include, but is not limited to, the following **allowable overhead expenses**: salaries for the applicant's employees, benefits, and other direct and indirect costs per detailed instructions in the Solicitation Package.

The following guidelines may be helpful in developing a proposed budget:

- a. Travel Costs. International and domestic airfares (per the Fly America Act), transit costs, ground transportation, and visas expenses for the pre-planning delegation participants to travel overseas.
- b. Per Diem: Organizations should use the published Federal per diem rates.

- c. Sub-recipients and Consultants. Subrecipient organizations may be used, in which case the written agreement between the prospective applicant and subrecipient(s) should be included in the proposal. Sub-awards must be itemized in the budget under General Program Expenses. Consultants may be used to provide specialized expertise; however, the applicant is strongly encouraged to use organizational resources, and to cost share heavily in this area.
- d. Health Insurance. Each Center Stage participant funded by the award will be covered under the terms of the ECA-sponsored health insurance policy. The cost for international travel insurance for staff travel may be included in the proposal budget.
- e. Honoraria for Center Stage artists and Mentors. Daily honorarium is a minimum of \$200 per day for each performer, including rest and travel days, and a maximum of \$250.
- f. Educational Items. Ensemble members may use these funds for individual purchases, or they may pool funds for joint purposes. ECA funds for educational and promotional items (e.g. CDs, guitar strings, lapel pins, etc.) should not exceed \$700 per ensemble.
- g. Excess Baggage. Excess baggage costs are based on the size and weight of the instrument. Excess baggage estimates may be subject to change once actual tour itineraries are scheduled.
- h. Other justifiable expenses directly related to supporting program activities, including but not limited to translation of outreach and/or educational materials.

Note: The U.S. Department of State maintains exclusive rights to the program name *Center Stage* for and relating to the production, sponsorship, advertising, and distribution of performances and similar educational and cultural services. For the purpose of carrying out the terms of the Cooperative Agreement, the U.S. government will grant to the award recipient a non-exclusive license to use the name to carry out the terms and conditions of this Cooperative Agreement and the award recipient will need to use the name in all literature, promotional materials and other products produced and/or distributed under the terms and conditions of this Cooperative Agreement. The award recipient must inform the ECA program officer of its progress at each stage of the project's implementation in a timely fashion. All materials and correspondence related to the program will acknowledge this as a program of the U.S. Department of State's Bureau of Educational and Cultural Affairs. ECA will retain copyright use of and be allowed to distribute materials related to this program as it sees fit.

5) PROGRAM PERFORMANCE MONITORING AND EVALUATION (M&E)

A performance monitoring framework is vital to tracking the performance and the direction, pace, and magnitude of change that result from ECA programs. This section pertains to performance monitoring in particular – as this type of monitoring is distinct from grants monitoring or other program monitoring discussed elsewhere in this solicitation. Performance

monitoring is designed to assess progress against established goals and objectives across the Bureau and as established for each award.

The Bureau recommends the use of a Performance Monitoring Plan (PMP) to establish your performance monitoring plans for each award. The PMP is an important part of any proposal, as it outlines how the applicant plans to track progress towards the proposed program's goals and objectives through indicators and corresponding data collection questions. These corresponding data collection questions help ensure that the data is being collected in a uniform way across the entire Bureau.

For the FY 2022 Center Stage proposal and the resulting cooperative agreement, the Bureau recommends the applicant include the programmatic objectives and indicators listed below:

- **Objective 1:** Advance Participant and Beneficiary Cross-Cultural Competence and Global Perspective
 - Sub-Objective 1.1: Promote Cultural Exchanges and Enhance Understanding between Participants and their Host Communities
 - E1. 1.01: Percent of participants reporting that their exchange experience offered opportunities to engage with other cultures
 - E1.1.04: Percent of participants with more favorable opinions of the United States Government
 - E1.1.09: Percent of participants who traveled abroad for the first time because of their program
 - E1.1.10: Percent of foreign participants who traveled to the United States for the first time during their program
 - E1.1.17: Percent of foreign participants with more favorable opinions of the American people
 - E1.1.18: Percent of foreign participants indicating an increase in understanding of United States culture and values
 - E1.1.19: Percent of participants agreeing with statements in support of democratic values
- **Objective 2:** Increase the Impact that Participants and Alumni have on their Communities / Countries
 - Sub-Objective 2.2: Foster participants' belief that civic engagement benefits communities/countries
 - E2.2.01: Percent of participants who have more confidence in their ability to have an impact in their home country
- **Objective 3:** Strengthen Engagement Among Participants, Alumni, Beneficiaries, and Institutions
 - E3.0.02: Percent of foreign participants who report increasing their network of Americans

- E3.0.07: Percent of participants who identify as a Department of State program participant
- **Objective 4:** Strengthen Personal, Professional, and Technical Abilities and Aptitudes of Participants and Beneficiaries
 - E4.0.01: Percent of participants reporting increases in their job skills as a result of their program participation
 - E4.0.03: Percent of participants reporting an increase in soft skills as a result of exchange program participation
 - Sub-Objective 4.1: Participants Engage in Language, Academic, Professional, and Cultural Exchange Programs
 - E4.1.01: Total number of participants
 - E4.1.02: Total number of program cohorts
- **Objective 5:** Increase the Contribution of Exchange Programs to Local Economies in the U.S., and Engagement of U.S. Businesses, Non-Government Organizations, and Educational Institutions in ECA Programming
 - Sub-Objective 5.3: Exchange Participants Support Local Economy During their Visit
 - E5.3.01: Amount of U.S. dollars spent by foreign exchange participants during their exchange
- **Objective 8:** Enhance the Quality and Effectiveness of ECA Programs by Leveraging the Bureau's Resources, Policy, and Stakeholder Relationships
 - E8.0.01: Dollar amount (\$) spent on monitoring and evaluation activities
 - E8.0.03: Response rate for participant surveys

ECA recommends that applicants use the indicators listed in this section as the minimum requirement for measurement. Applicant-designed objectives and indicators that are specific to the proposed program and this proposal should be added as necessary to sufficiently measure the relevant proposed program outputs, outcomes, and impact over the course of the proposed period of performance.

PREFORMANCE MONITORING PLAN

Please see below for a sample PMP and accompanying instructions. While ECA recommends the applicant use the format provided, this is not a requirement. However, all content presented below should be included in any presentation of a PMP that the applicant submits. Successful PMPs should include the following:

- Programmatic objectives, which are statements of the condition(s) or state(s) the program is designed to achieve. Objectives are therefore bound by the resources and timeframe of the program and must be specific, measurable, attainable, relevant and time-bound (SMART). In addition to those outlined above, the applicant may propose other program objectives from the Functional Bureau Strategy, MODE Results Framework (both found here: <https://eca.state.gov/about-bureau>) or other applicant-designed program-specific

objectives. For more information on SMART see the ECA Evaluation Division's website: <https://eca.state.gov/impact/eca-evaluation-division/capacity-building>. ECA recommends the proposed PMPs include a minimum of one programmatic objective for each goal included in the PMP.

- Performance indicators are measures used to gauge progress toward programmatic objectives. Indicators should be as specific as possible (following the SMART principles) and include any proposed disaggregations.
 - In addition to those outlined above, the applicant may propose additional program-specific indicators in the PMP.
 - ECA recommends the proposed PMPs include a minimum of one indicator for each programmatic objective.
 - Baseline data (whether collected specifically for the program at the beginning of the award or from a previously existing source) for each indicator shall be included where relevant, as well as the target number to be achieved for each indicator.

The onus will be on the Bureau to measure outcomes of ECA participants at one-, three-, and five-years after their exchange has ended to capture the long-term impact of ECA programming. Award recipients are responsible for collecting indicator data on participant outcomes only during the period of performance of the exchange itself (see the PMP for guidelines as to when these data collection efforts should occur).

PROGRAM PERFORMANCE M&E NARRATIVE

ECA recommends that there be a narrative section within the program narrative sections of the proposal that outlines how the applicant intends to measure the indicators outlined in the PMP. This will be separate from the PMP and should include but not be limited to:

- An overview of resources available to the applicant that outline the applicant's team structure and responsibilities surrounding performance monitoring.
- The mechanism(s) through which surveys and other data collection tools (if applicable) will be administered, including: which platform will be used, how they will be advertised to participants and when – detailing strategies to ensure adequate survey response rates and reduce selection and non-response bias.
- A brief explanation of data analysis and reporting procedures.
- An overview of proposed learning plan and feedback loops to ensure that the GO/GOR are informed on performance monitoring issues at regular intervals.

PERFORMANCE MONITORING PLAN

Applicant Name:	Example Organization
Fiscal Year and Program Title:	FY## Example Program
Funding Opportunity #:	SFOP000XXXX

Instructions: A performance monitoring plan (PMP) describes the proposed indicators to be captured that demonstrate progress toward achieving the objectives of the program. The table below includes the recommended programmatic objectives and indicators as indicated in the solicitation document. Within this table, please provide any additional applicant-designed objectives and indicators that are specific to the proposed program that measure the relevant outputs, outcomes, and impact over the course of the award's proposed period of performance. (Note: the placement of two rows for applicant-designed indicators is arbitrary – the applicant can add or delete rows as necessary).

While ECA recommends the applicant use the format provided, this is not a requirement. However, all content presented below should be included in any presentation of a PMP that the applicant submits. Successful PMPs should include the following:

Completion: All components of the PMP are included.

Inclusion of ECA standard indicators: Includes the standardized ECA indicators pre-populated in the PMP template and listed in the solicitation without any adapting of the definitions, data sources, collection timelines and responsible entities.

Baselines and targets: Baselines and targets are included and realistic. If there is no baseline to report, there should be a plan for how to obtain or produce the value in the future.

If the applicant chooses to include any *applicant-designed objectives* and indicators, successful applicants will include the following elements:

SMART Objectives and Indicators: Objectives and Indicators should follow SMART principles (https://eca.state.gov/files/bureau/a_good_start_with_smart.pdf).

Details of indicators: All basic information of the indicators (definition, data source and question, collection timeline and responsible entity) should be included. The definitions of the standardized ECA indicators should be used as examples of what to include and the format.

Depth of indicators: Outcomes should be used where possible to demonstrate if a program is meeting its objectives. While outputs are important to understand if a program achieved what it was meant to do, outcomes demonstrate the larger effect of the program.

Indicator Structure: Ensures that the indicator does not measure multiple things (participants AND host families), does not start with a direction (“Increase” is a result, “Number of” is an indicator), and should reports numeric data (“good test results” is not an indicator)

Redundancy: There should be a clear and distinct reason for each indicator, and the indicator should not overlap with ECA standard indicators. Each indicator should be clearly linked to either an ECA standard objective or a custom objective.

Consistency with ECA Indicators: Key terms are defined the same way. Disaggregations align where appropriate, and calculations follow the same structure.

Definitions of PMP Columns

Performance Indicator: An observable or measurable characteristic that indicates the extent to which a program objective is being achieved. Specify if the indicator is an ECA standard indicator or a custom indicator.

Definition: Clarifies all terms necessary, provides details on how to calculate the data collected to measure the change expected, and includes any disaggregation (male/female; country; region; age; etc.) that needs to be reported for the indicator.

Baseline: The value of an indicator before the implementation of a program

Target: Specific, planned level of result to be achieved within an explicit timeframe

Data Source and Question: Specifies how the data will be obtained (such as a survey, observation, interview, etc.) and the **mandatory** question linked to the data collection.

When to Collect: Specifies when the indicator will be measured, for example: post-program, end of award, etc.

- A post-program collection should occur no earlier than before the participant departs the United States and no later than 6 weeks after an activity has ended
- Award recipients are responsible for collecting indicator data on participant outputs and outcomes during the period of performance of the exchange itself. Any anticipated data collection that occurs post-program should include specific details of when the data collection will occur. Note: The onus will be on the Bureau to measure outcomes of ECA participants at one-, three-, and five-years after their exchange has ended to capture the long-term impact of ECA programming.

Entity Responsible: Person or entity responsible for collecting the data

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Performance Indicator	Definition	Baseline	Target	Data Source and Question	When to Collect	Entity Responsible
ECA Objective 1: Advance participant and beneficiary cross-cultural competence and global perspective						
ECA Sub-Objective 1.1: Promote cultural exchanges and enhance understanding between participants and their host communities						
E1.1.01: Percent of participants reporting that their exchange experience offered opportunities to engage with other cultures	<p>Participant - A person who has directly participated in an ECA exchange program. Note that participants also include ECA's Office of Private Sector Exchange's (ECA/EC) "Exchange Visitors."</p> <p>Counting Frequency Each respondent should only be counted once in the reporting year following their program completion.</p> <p>Calculations To calculate percentage, numerator will be number of respondents who answered "yes" while the denominator will be the total number of survey respondents. Divide the numerator by the denominator and then multiply by 100 for the percent value.</p>	0	To be completed by the applicant	<p>Survey (self-reported data)</p> <p>Do you agree with the following statement?</p> <p>My exchange program offered opportunities for making cultural connections and sharing. <i>For example:</i> <i>Conversations about each other's' countries,</i> <i>Attending cultural events,</i> <i>etc.</i></p> <ul style="list-style-type: none"> • Yes • No 	Post-Program	Award recipient
E1.1.04: Percent of participants with more favorable opinions of the United States Government	<p>Participant - A person who has directly participated in an ECA exchange program. Note that participants also include ECA's Office of</p>	0	To be completed by the applicant	<p>Survey (self-reported data)</p> <p>Did your views of the United States government change as a</p>	Post-Program	Award recipient

	<p>Private Sector Exchange's (ECA/EC) "Exchange Visitors."</p> <p>Counting Frequency Each respondent should only be counted once in the reporting year following their program completion.</p> <p>Calculations To calculate percentage, numerator will be number of respondents who select "much more favorable" OR "somewhat more favorable" on the survey question. The denominator will be the total number of survey respondents. Divide the numerator by the denominator and then multiply by 100 for the percent value.</p>			<p>result of your exchange program participation?</p> <ul style="list-style-type: none"> • Yes • No <p>If YES:</p> <p>How did your views of the United States government change? Are your views:</p> <ul style="list-style-type: none"> • Much less favorable • Somewhat less favorable • Somewhat more favorable Much more favorable 		
E1.1.09: Percent of participants who traveled abroad for the first time because of their program	<p>Participant - A person who has directly participated in an ECA exchange program. Note that participants also include ECA's Office of Private Sector Exchange's (ECA/EC) "Exchange Visitors."</p> <p>Abroad – A country outside of one's home country</p> <p>Counting Frequency</p>	0	To be completed by the applicant	<p>Survey (self-reported data)</p> <p>Before this exchange program, had you traveled outside of your home country?</p> <ul style="list-style-type: none"> • Yes • No <p>If YES:</p> <p>Why did you travel outside of your home</p>	Post-Program	Award recipient

	<p>Each respondent should only be counted once in the reporting year following their program completion.</p> <p>Calculations To calculate percentage, numerator will be number of respondents who answered “no” to the first question while the denominator will be the total number of survey respondents. Divide the numerator by the denominator and then multiply by 100 for the percent value.</p>			<p>country? <i>Select all that apply.</i></p> <ul style="list-style-type: none"> • Tourism • Visit friends/family • Participation in another U.S. Department of State exchange program (including U.S. Embassy-sponsored exchanges) • Participation in a non-U.S. Department of State exchange • Study • Work • Other: _____ [write-in] 		
E1.1.10: Percent of foreign participants who traveled to the United States for the first time during their program	<p><u>Participant</u> - A person who has directly participated in an ECA exchange program. Note that participants also include ECA’s Office of Private Sector Exchange’s (ECA/EC) “Exchange Visitors.”</p> <p>Counting Frequency Each respondent should only be counted once per reporting year following their program completion.</p> <p>Calculations To determine the percent value, numerator is number of respondents who reply “no” to the first question while</p>	0	To be completed by the applicant	<p>Survey (self-reported data)</p> <p>Before this exchange program, had you traveled to the United States?</p> <ul style="list-style-type: none"> • Yes • No <p>If YES:</p> <p>Why did you travel to the United States? <i>Select all that apply.</i></p> <ul style="list-style-type: none"> • Tourism • Visit friends/family • Participation in another U.S. Department of State exchange program (including U.S. 	Post-Program	Award recipient

	denominator will be the total number of survey respondents. Divide the numerator by the denominator and then multiply by 100 for the percent value.			embassy-sponsored exchange programs) <ul style="list-style-type: none"> • Participation in a non-U.S. Department of State exchange • Study • Work • Other: _____ [write-in] 		
E1.1.17: Percent of foreign participants with more favorable opinions of the American people	<p>Participant - A person who has directly participated in an ECA exchange program. Note that participants also include ECA's Office of Private Sector Exchange's (ECA/EC) "Exchange Visitors."</p> <p>Counting Frequency Each respondent should only be counted once in the reporting year following their program completion.</p> <p>Calculations To determine the percent value, numerator is number of respondents who reply "much more favorable" OR "somewhat more favorable" while the denominator will be the total number of survey respondents. Divide the numerator by the denominator and then multiply by 100 for the percent value.</p>	0	To be completed by the applicant	<p>Survey (self-reported data)</p> <p>Did your views of the American people change as a result of your exchange program participation?</p> <ul style="list-style-type: none"> • Yes • No <p>If YES:</p> <p>How did your views of the American people change? Are your views:</p> <ul style="list-style-type: none"> • Much less favorable • Somewhat less favorable • Somewhat more favorable • Much more favorable 	Post-Program	Award recipient

E1.1.18: Percent of foreign participants indicating an increase in understanding of United States culture and values	<p>Participant - A person who has directly participated in an ECA exchange program. Note that participants also include ECA's Office of Private Sector Exchange's (ECA/EC) "Exchange Visitors."</p> <p>Counting Frequency Each respondent should only be counted once in the reporting year following their program completion.</p> <p>Calculations Responses to each item should be scored in the following manner: No change – 1 Minimal change – 2 Moderate change – 3 Substantial change – 4</p> <p>The response scores for each item should be summed and divided by the number of items they responded to in order to give a total question score for each respondent.</p> <p>To determine the percent value, numerator is number of respondents whose total question score is 2 or greater while the denominator will be the total number</p>	0	To be completed by the applicant	<p>Survey (self-reported data)</p> <p>How much did participation in the exchange program change your understanding or knowledge of each of the following topics?</p> <ul style="list-style-type: none"> • United States democracy • United States economy • Foreign affairs of the United States • Domestic affairs in the United States • United States values and culture • Daily life in the United States • Religious and ethnic diversity in the United States • Freedom of speech and press in the United States • Voluntary community service in the United States <p>[Scale: No change, Minimal change, Moderate change, Substantial change]</p>	Post-Program	Award recipient
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	of survey respondents. Divide the numerator by the denominator and then multiply by 100 for the percent value.					
E1.1.19: Percent of participants agreeing with statements in support of democratic values	<p>Participant - A person who has directly participated in an ECA exchange program. Note that participants also include ECA's Office of Private Sector Exchange's (ECA/EC) "Exchange Visitors."</p> <p>Democratic values - The ideas or beliefs that make a society fair, including: democratic decision-making, freedom of speech, equality before the law, social justice, equality, social justice.</p> <p>Count Frequency Each respondent should only be counted once in the reporting year following their program completion.</p> <p>Calculations Responses to each item should be scored in the following manner: Strongly disagree – 1 Disagree – 2 Neither disagree nor agree – 3 Agree – 4 Strongly agree – 5</p>	0	To be completed by the applicant	<p>Survey (self-reported data)</p> <p>To what extent do you agree or disagree with the statements below?</p> <ul style="list-style-type: none"> • Voting is important because real decisions are made in elections • Free and fair elections are the cornerstone of democracy • An independent media is important to the free flow of information • All citizens in a country should have equal rights and protections under the law, regardless of circumstances • The rule of law is fundamental to a functioning democracy • Individuals have the right to free speech and to voice opposition • Organizations have the right to free speech and to voice opposition • Democratic principles enhance the workplace. Supervisors should incorporate democratic 	Post-Program	Award recipient

	<p>I don't know/I can't ascertain – 0</p> <p>To determine the percent value, numerator is the number of respondents whose average question score is greater than or equal to 4 on a 1-5 scale while the denominator will be the total number of survey respondents. Divide the numerator by the denominator and then multiply by 100 for the percent value.</p>			<p>principles into their management practices</p> <p>[Scale: Strongly disagree, Disagree, Neither disagree nor agree, Agree, Strongly agree, I don't know/I can't ascertain]</p>		
ECA Objective 2: Increase the impact that participants and alumni have on their communities / countries						
ECA Sub-Objective 2.2: Foster participants' belief that civic engagement benefits communities/countries						
E2.2.01: Percent of participants who have more confidence in their ability to have an impact in their home country	<p><u>Participant</u> - A person who has directly participated in an ECA exchange program. Note that participants also include ECA's Office of Private Sector Exchange's (ECA/EC) "Exchange Visitors."</p> <p><u>Home community</u> - The community that the program participant originates from and will return to at the conclusion of the program.</p> <p><u>Home country</u> - The country in which the program participant resides.</p>	0	To be completed by the applicant	<p>Survey (self-reported data)</p> <p>As a result of your program participation, how has your confidence in each of the following changed?</p> <ul style="list-style-type: none"> • I have the ability to make a difference in the community where I live • I have the ability to make a difference in the country where I live • I have the ability to make a difference in the global community <p>[Scale: I am less confident; No change in</p>	Post-Program	Award recipient

	<p>Count Frequency Each respondent should only be counted once in the reporting year following their program completion.</p> <p>Calculation To determine the percent value, numerator is number of respondents that responded “more confident” to the statement about their ability to make a difference in the ‘community where I live’ while the denominator will be the total number of survey respondents. Divide the numerator by the denominator and then multiply by 100 for the percent value.</p>			confidence, I am more confident]		
ECA Objective 3: Strengthen engagement among participants, alumni, beneficiaries, and institutions						
E3.0.02: Percent of foreign participants who report increasing their network of Americans	<p><u>Participant</u> - A person who has directly participated in an ECA exchange program. Note that participants also include ECA’s Office of Private Sector Exchange’s (ECA/EC) “Exchange Visitors.”</p> <p><u>Network</u> - An interconnected or interrelated group or system. In the context of MODE, this refers to an interconnected or</p>	0	To be completed by the applicant	<p>Survey (self-reported data)</p> <p>Are you still in contact with any Americans you met during your program exchange?</p> <ul style="list-style-type: none"> • Yes • No <p>If YES:</p> <p>Are the contacts you maintain with Americans personal, professional, or both?</p>	Post-Program	Award recipient

	<p>interrelated group intentionally convened, sustained, or otherwise facilitated through ECA programming.</p> <p>Count Frequency Each respondent should only be counted once in the reporting year following their program completion.</p> <p>Calculations To determine the percent value, numerator is number of respondents who reply “yes” to the first question item while the denominator will be the total number of survey respondents. Divide the numerator by the denominator and then multiply by 100 for the percent value.</p>			<ul style="list-style-type: none"> • Personal • Professional • Both personal and professional 		
E3.0.07: Percent of participants who identify as a Department of State program participant	<p><u>Participant</u> - A person or group of persons that has directly participated in an ECA exchange program. Note that participants also include ECA’s Office of Private Sector Exchange’s (ECA/EC) “Exchange Visitors.”</p> <p><u>Alumni</u> - Program participants who have been exposed to at least 36 hours of an exchange or a cultural exchange</p>	0	To be completed by the applicant	<p>Survey (self-reported data)</p> <p>Do you consider yourself a participant of a U.S. Department of State program?</p> <ul style="list-style-type: none"> • Yes • No 	Post-Program	Award recipient

	<p>element with the possibility of sustained networking.</p> <p>Count Frequency Each respondent should only be counted once in the reporting year following their program completion.</p> <p>Calculations To calculate percentage, numerator will be number of participants who answered “yes” in response to the survey question. The denominator will be the total number of survey respondents. Divide the numerator by the denominator and then multiply by 100 for the percent value.</p>					
ECA Objective 4: Strengthen personal, professional, and technical abilities and aptitudes of participants and beneficiaries						
E4.0.01: Percent of participants reporting increases in their job skills as a result of their program participation	<p><u>Participant</u> - A person who has directly participated in an ECA exchange program. Note that participants also include ECA’s Office of Private Sector Exchange’s (ECA/EC) “Exchange Visitors.”</p> <p>Count Frequency Each respondent should only be counted once in the reporting year following their program completion.</p>	0	To be completed by the applicant	<p>Survey (self-reported)</p> <p><i>NOTE: Question 1 is also included in Indicator 4.0.01 and 4.0.05. If at least two of those questions are to be included in a survey, question 1 can be asked once, with two multiple follow-up questions based on an affirmative response.</i></p> <p>Did you increase your personal and/or</p>	Post-Program	Award recipient

	<p>Calculations To determine the percent value, numerator is number of respondents who reply “yes” while the denominator will be the total number of survey respondents. Divide the numerator by the denominator and then multiply by 100 for the percent value.</p>			<p>professional skills as a result of your participation in this program?</p> <ul style="list-style-type: none"> • Yes • No 		
E4.0.03: Percent of participants reporting an increase in soft skills as a result of exchange program participation	<p><u>Soft skills</u> - Qualities and behaviors an individual demonstrates to interact with others effectively. Examples include communication, listening, self-awareness, awareness of others, self-initiative, cognitive competence skills, self-confidence, resourcefulness/resilience, and decision-making and problem-solving skills.</p> <p><u>Participant</u> - A person who has directly participated in an ECA exchange program. Note that participants also include ECA’s Office of Private Sector Exchange’s (ECA/EC) “Exchange Visitors.”</p> <p>Count Frequency Each participant should only be counted once in</p>	0	To be completed by the applicant	<p>Survey (self-reported)</p> <p><i>NOTE: Question 1 is also included in Indicator 4.0.01 and 4.0.05. If at least two of those questions are to be included in a survey, question 1 can be asked once, with two multiple follow-up questions based on an affirmative response.</i></p> <p>Did you increase your personal and/or professional skills as a result of your participation in this program?</p> <ul style="list-style-type: none"> • Yes • No <p>If YES:</p> <p>Please select the personal skills you increased. <i>Select all that apply.</i></p> <ul style="list-style-type: none"> • Leadership skills 	Post-Program	Award recipient

	<p>the reporting year following their program completion.</p> <p>Calculations To determine the percent value, numerator is number of respondents who select at least one answer option except for “none of the above skills” in the second question while the denominator will be the total number of survey respondents. Divide the numerator by the denominator and then multiply by 100 for the percent value.</p>			<ul style="list-style-type: none"> • Communication skills • Listening skills • Self-awareness • Self-initiative • Self-confidence • Resourcefulness • Decision-making skills • Problem-solving skills • Other: _____ [write-in] • None of the above skills 		
ECA Sub-Objective 4.1: Participants engage in language, academic, professional, and cultural exchange programs						
E4.1.01: Total number of participants	<p>Participant - A person who has directly participated in an ECA exchange program. Note that participants also include ECA’s Office of Private Sector Exchange’s (ECA/EC) “Exchange Visitors.”</p> <p>Counting Frequency Each participant should only be counted once per semi-annual reporting cycle following their program completion.</p>	0	To be completed by the applicant	Administrative data from award recipients	Annually	Award recipient
E4.1.02: Total number of program cohorts	<p>Program cohort - A group of participants hosted separately under a program umbrella and following a set course of</p>	0	To be completed by the applicant	Administrative data from award recipients	Annually	Award recipient

activities and/or study.
For instance:

- IVLP is a program – each individual IVLP project conducted in a year would be considered a sperate cohort.
- PFP is a program – the two groups of participants PFP brings to the US each year are each considered separate cohorts.

Counting Frequency
Each cohort should only be counted once per semi-annual reporting cycle following its completion.

ECA Objective 5: Increase the contribution of exchange programs to local economies in the U.S., and engagement of U.S. businesses, non-governmental organizations, and educational institutions in ECA programming

ECA Sub-Objective 5.3: Exchange participants support local economy during their visit

E5.3.01: Amount of U.S. dollars spent by foreign exchange participants during their exchange	<p>Participant – A person who has directly participated in an ECA exchange program. Note that participants also include ECA’s Office of Private Sector Exchange’s (ECA/EC) “Exchange Visitors.”</p> <p>Count Frequency Each respondent should only be counted once in the reporting year.</p> <p>Calculations</p>	N/A	N/A	<p>Survey (self-reported data)</p> <p>Approximately how much money did you spend on food, travel, leisure, and/or merchandise while in the United States for your exchange program? This should include any stipend money that you spent. Please estimate to the nearest dollar and use numbers only (no symbols).</p>	Post-Program	Award recipient
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	<p>Participants will complete a survey question that will request participants to report a whole dollar amount in U.S. dollars spent on food, travel, leisure, and merchandise during the program.</p> <p>This indicator also requests disaggregation based on a participant's placement state. This only applies if an exchange participant was based in one state for more than one month; for example, for IVLP participants, the placement state would not need to be reported.</p>			<p>Fill in the blank: _____ [validate as numeric]</p>		
ECA Objective 8: Enhance the quality and effectiveness of ECA programs by leveraging the Bureau's resources, policy, and stakeholder relationships						
E8.0.01: Dollar amount (\$) spent on monitoring and evaluation activities	<p><u>Award recipient</u> - An entity that undertakes the work of the ECA Bureau programs, using ECA funding under a formal legal agreement. For ECA Exchange Visitor Programs, these entities are called Exchange Sponsors, which are not ECA-funded, and consist of public, private, or nonprofit entities designated by the Department of State to support persons involved in exchange</p>	N/A	N/A	<p>Administrative records</p> <p>What is the total dollar amount related to monitoring and evaluation for this ECA award (for programmatic, non-financial reasons) during this reporting period? Please estimate to the nearest dollar.</p> <p>Fill in the blank: _____ [validated as numeric]</p> <p>See "M&E Budget Tracking Guidance"</p>	Semi - Annually	Award Recipient

	<p>program activities or events.</p> <p>Count Frequency Each award recipient should provide estimated monitoring and evaluation expenses for each ECA award once per reporting period.</p> <p>Calculation This figure can include fees to any sub-contractors conducting M&E on behalf of the ECA program. This can also include the salaries of award recipient and ECA personnel, but only for the time they spend on M&E of ECA awards. For salaries, can estimate the number of hours spent on M&E activities for the reporting period and multiply by the salary figures.</p>			document on the MELI website for the list of activities that constitute monitoring and evaluation		
E8.0.03: Response rate for participant surveys	<p>Participant - A person who has directly participated in an ECA program. Note that participants also include ECA's Office of Private Sector Exchange's (ECA/EC) "Exchange Visitors."</p> <p>Counting Frequency Response rates will be calculated and reported</p>	N/A	N/A	Survey Records	Semi-Annually	Award Recipient

semi-annually on surveys that closed (i.e. ceased allowing respondents to respond) in that six-month period, even if the survey opened in the previous six-month period. This may be a single survey or an aggregation, if more than one survey closed in that six-month period. Each survey invitation should be counted once, and each response (if received) should be counted once.

Calculations

The response rate will be calculated by dividing the number of survey responses received by the number of survey invitations issued (sent by email or directly invited in some other way).

Note that “survey responses” will include cases in which any portion of a survey was returned (at least one piece of response data provided). It will not include cases where respondents opened the survey and opted out by selecting the option not to continue on the opening consent screen.

Applicant Objective 1: To be completed by the applicant

Indicator	To be completed by the applicant	To be completed by the applicant	To be completed by the applicant	To be completed by the applicant	To be completed by the applicant	To be completed by the applicant
Applicant Objective 2: To be completed by the applicant						
Indicator	To be completed by the applicant	To be completed by the applicant	To be completed by the applicant	To be completed by the applicant	To be completed by the applicant	To be completed by the applicant

Program Goal:

1. Build professional networks between U.S. cultural creative industries and international artists to increase understanding of shared democratic values, global challenges, and cultural diversity through virtual mentorships and performance tours by international artists.
2. Promote and showcase American culture and share U.S. professional standards through arts training and mentorship,
3. Provide professional development opportunities for foreign participants and international communities to share U.S. professional standards and develop new skills, partnerships, leaders, and opportunities to amplify knowledge of and trust in the United States.
4. Demonstrate respect for and understanding of another country's culture by bringing international performing artists to the United States so that Americans can grow in their appreciation and understanding of other nations, while at the same time providing exposure and cultural opportunities to foreign performers.

IV. PROPOSAL CONTENTS

Applicants should submit a complete and thorough proposal describing the program in a convincing and comprehensive manner. Since there is no opportunity for applicants to meet with reviewing officials, the proposal should respond to the criteria set forth in the solicitation and other guidelines as clearly as possible. Proposals should address succinctly, but completely, the elements described below and must follow all format requirements.

NOTE: Proposals submitted through Grants.gov may only be submitted in the following formats:

- Microsoft Word
- Microsoft Excel
- Adobe Portable Document Format (PDF)

Prior to submitting applications through Grants.gov, please ensure you meet all Grants.gov system and software requirements, including Adobe software compatibility. You can verify if your version of Adobe software is compatible with Grants.gov, by

visiting <https://www.grants.gov/web/grants/applicants/adobe-software-compatibility.html>.

- ASCII Text
- Joint Photographic Experts Group (JPEG images)

Proposals should include the following items. All documents should be appropriately and clearly titled.

Online Forms

- SF-424, “Application for Federal Assistance”
- SF-424A, Budget Information – Non-Construction Programs
- SF-424B, “Assurances – Non-Construction Programs,” (only required for organizations if its representations and certifications have not been completed in the System for Award Management (SAM.gov). If an organization is exempt from registering in SAM.gov, then it would still need to provide the form as part of its application.)
- Include other attachments, if applicable, such as the Negotiated Indirect Cost Rate Agreement (NICRA), form 990 Return of Organization Exempt From Income Tax, SF-LLL Disclosure of Lobbying Activities (only required for organizations that engage in lobbying activities), etc.

Program Narrative

Executive Summary (One page)

In one double-spaced page, provide the following information about the project:

1. Name of organization/participating institutions
2. Beginning and ending dates of the program
3. Proposed theme
4. Nature of activity
5. Funding level requested from the Bureau, total program cost, total cost-sharing from applicant and other sources
6. Scope and Goals
 - a. Number and description of participants
 - b. Wider audience benefiting from program (overall impact)
 - c. Geographic diversity of program, both U.S. and overseas
 - d. Fields covered
 - e. Anticipated results (short and long-term)

Narrative

In 20 double-spaced, single-sided pages, provide a detailed description of the project addressing the areas listed below.

1. Vision (statement of need, objectives, goals, benefits)

2. Participating Organizations
3. Program Activities (advertisement, recruitment, orientation, academic component, cultural program, participant monitoring)
4. Program Evaluation (Refer to details on Program Evaluation and Monitoring)
5. Follow-on
6. Project Management
7. Work Plan/Time Frame

- **Additional Information to be Submitted**
- Detailed Budget--The Bureau reserves the right to reduce, revise, or increase proposal budgets in accordance with the needs of the program and the availability of funds.
- Calendar of activities/itinerary
- Letters of endorsement
- Resumes and CVs
Resumes of all staff should be included in the submission; no resume should exceed two pages.
- First Time Applicant Attachments, if applicable.

V. OTHER AWARD INFORMATION

ADHERENCE TO ALL REGULATIONS GOVERNING THE J VISA

The Bureau of Educational and Cultural Affairs places critically important emphases on the security and proper administration of Exchange Visitor (J visa) Programs and adherence by award recipients and sponsors to all regulations governing the J visa. Therefore, proposals should demonstrate the applicant's capacity to meet all requirements governing the administration of Exchange Visitor Programs as set forth in 22 CFR 62, including the oversight of Responsible Officers and Alternate Responsible Officers, screening and selection of program participants, provision of pre-arrival information and orientation to participants, monitoring of participants, proper maintenance and security of forms, record-keeping, reporting and other requirements.

[ECA](#) will be responsible for issuing DS-2019 forms to participants in this program. A copy of the complete regulations governing the administration of Exchange Visitor (J) programs is available at <http://J1visa.state.gov> or from:

Office of Designation, Private Sector Programs Division
U.S. Department of State
SA-4E (Bldg. 3)
2430 E Street, NW
Washington, DC 20037

Please refer to Solicitation Package for further information.

APPLICATION SUBMISSION

The solicitation document indicates the date the complete proposal is due and the manner in which -proposals must be submitted. **There are NO EXCEPTIONS to this deadline.** For further information regarding this program, call Julia Gómez-Nelson at (202) 487-8266, Office of Citizen Exchanges, Cultural Programs Division; email: nelsonjg2@state.gov.

(END)